



## ESTATES MANAGEMENT COMMITTEE

Meeting held on Wednesday 11 March 2015  
at 8.30 a.m. in the Council Room

### MINUTES

*Present:*

Professor Michael Arthur (Chair)  
Professor Nick Brook  
Professor Stephen Caddick  
Professor Anthony Finkelstein  
Dame Hazel Genn  
Mr Andrew Grainger  
Mr Phil Harding  
Professor Chris Husbands  
Mr Rex Knight  
Professor David Lomas  
Professor Alan Penn  
Professor David Price  
Professor Geraint Rees  
Professor Anthony Smith  
Mr David Smith  
Professor Jo Wolff

Apologies for absence were received from: Dame Nicola Brewer; Professor Mary Fulbrook; Professor Graham Hart; Professor Alan Thompson; and Professor Sir John Tooke.

In attendance: Ms Valerie Hogg (Director of Financial Planning and Strategy); and Dr Marguerite Nolan (Secretary).

*Key to abbreviations*

CSPC	Capital Programme Sub Committee
EMC	Estates Management Committee
FC	Finance Committee

### *Preliminary Business*

#### 1. MINUTES OF THE MEETING HELD ON 14 JANUARY 2015

- 1.1 **Approved:** The Minutes of the meeting of the Estates Management Committee (EMC) held on 14 January 2015 were approved and signed by the Chair.

## 2. MATTERS ARISING FROM THE MINUTES

### 2A. Finance Committee and Council approval of recommendations from EMC

2A.1 **Noted:** At its meeting on 14 January 2015, the EMC approved the following proposals which were subsequently approved by the Finance Committee at its meeting on 27 January 2015 and Council at its meeting on 10 February 2015:

- **Data Centre** - The proposal to move and replace UCL's Data Centre at Wolfson House to an Interim Data Centre at Torrington Place.
- **Canary Wharf** - The proposal for the acquisition and fit out of Level 38, One Canada Square for the part move of the Department of Management and Science Innovation, which would subsequently be rebranded into the UCL School of Management.
- **Here East** - The proposal for the lease and fit out of space on the North Park of Queen Elizabeth Olympic Park.

<b><i>Matters for Approval</i></b>
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## 3. TEACHING AND LEARNING SPACES

**EMC 4-1 (14-15)**

3.1 **Considered:** The Committee considered the report at EMC 4-1 (14-15). This provided an update on the work of the Learning Spaces Project Board and set out two proposals to mitigate the impact of room shortages through prioritising the booking of spaces for academic activities and to undertake a feasibility study for erecting a temporary teaching building on the South Quad.

3.2 The Committee discussed the significant pressure on space at UCL and the need to prioritise space for teaching and learning activities. The Committee noted the importance of the project which was currently underway to introduce a single room booking timetable for students and staff. It was acknowledged that the room booking needs of individual programmes differed and that this would be taken into account.

3.3 It was noted that a single timetable system was essential to enhance the student experience and to enable UCL to plan effectively to ensure that departmental teaching and learning space requirements were met in future. It was agreed to let EMC members know when the draft single timetable was expected to be available.

3.4 It was acknowledged that the proposal to prioritise the use of space for teaching and learning rather than commercial activity would have an impact on the financial position at both the Institute of Education and the Institute of Child Health, and potentially for the Institution. It could also reduce the level of engagement with external organisations. It was therefore being proposed that a review be undertaken of the full costs and benefits of this change of approach, along with ways of reflecting any loss of income to the Institutes impacted, for example through the adjustment of contribution targets.

3.5 The Committee strongly supported the recommendation to undertake a feasibility study for erecting a temporary teaching building on the South Quad.

3.6 **That the recommendations as set out at EMC 4-1 (14-15) be approved.**

**4. STUDENT ACCOMMODATION RENTS EMC 4-2 (14-15)**

- 4.1 **Considered:** The Committee considered the report at EMC 4-2 (14-15). This provided an outline of the proposed annual accommodation fee changes for the 2015-16 academic year set at an average of a 3% increase. It also proposed to re-set rent deposits at £500 per head.
- 4.2 It was noted that UCL had consulted with the Students' Union concerning the proposed increases and they were consistent with the UCL 2015-16 budget proposal.

**Resolved:**

- 4.3 **That the proposals as set out at EMC 4-2 (14-15) be approved.**

**5. ACQUISITION OF PREMISES FOR ARCHAEOLOGY SOUTH EAST, WITHAM, ESSEX EMC 4-3 (14-15)**

- 5.1 **Considered:** The Committee considered the proposal at EMC 4-3 (14-15) for the acquisition of 27 Eastways, Witham Essex to relocate Archaeology South East (ASE) Essex's operation from Braintree.
- 5.2 It was noted that ASE currently occupied premises in Braintree, the lease of which would expire shortly with no option to renew. Suitable light industrial premises had recently been found in Witham Essex and the business case sought authority to purchase the freehold, together with fees and a budget for essential repairs.
- 5.3 ASE Essex was expected to be an ongoing profitable business justifying the acquisition of the freehold of this property.

**Resolved:**

- 5.4 **That the proposal as set out at EMC 4-3 (14-15) be recommended to the Finance Committee for approval at its next meeting on 26 March 2015, subject to ASE continuing to generate sufficient income to pay rent for the new premise.**

**6. NEW STUDENT CENTRE – FEES EMC 4-4 (14-15)**

- 6.1 **Considered:** The Committee considered the additional funding request for the New Student Centre at EMC 4-4 (14-15). The proposed New Student Centre had successfully completed the RIBA Stage 2 design and to meet ambitious programme requirements the design process needed to continue uninterrupted.
- 6.2 It was noted that a full Business Case would be presented for approval at the next meeting of the EMC and in the meantime additional funding of £0.8m was required to maintain progress. This additional funding was required in order for the planning applications and enabling contracts to progress in accordance with the agreed timetable.

**Resolved:**

- 6.3 **That the recommendation as set out at EMC 4-4 (14-15) be approved.**

**7. PAUL O’GORMAN BUILDING EMC 4-5 (14-15)**

7.1 **Considered:** The proposal at EMC 4-5 (14-15). UCL had secured an MRC Grant of £3.55m for this area of research. Included within the grant was an allocation of £515,000 for upgrading the current G25 lab and building services work only in 3 other labs in the building to house the necessary research equipment. This allowance for refurbishment work had been granted subject to a condition that it was spent by Dec 2015. This Business Case had been reviewed by the Project Review Group on 25 February 2015 with a positive recommendation however it was too late to meet CPSC deadlines last month.

7.2 The Committee discussed the Terms of Reference of the Capital Programme Sub Committee (CPSC) and it was noted that this included approving individual projects, both internally and externally funded, as well as the strategic oversight of the progress of the capital programme. The Terms of Reference of the CPSC were reviewed on an annual basis.

**Resolved:**

7.3 **That the recommendation as set out at EMC 4-5 (14-15) be approved.**

***Additional Item for Approval***

**8. GMP RADIOCHEMISTRY LAB – KATHLEEN LONSDALE BUILDING EMC 4-11 (14-15)**

8.1 **Considered:** The Committee considered the proposal at EMC 4-11 (14-15) to provide a facility for the production of clinical grade radiopharmaceuticals by way of refurbishment of approximately 85 m<sup>2</sup> in the basement of the Kathleen Lonsdale Building, including the installation of 3 hot cells and a dispensing unit within a ‘clean room’.

8.2 It was noted that this was an important project which would greatly expand capabilities for imaging led experimental medicine studies, and would allow UCLH investigators to use radiotracers that were central to the major diseases inflicting our patients at UCLH.

**Resolved:**

8.3 **That the proposal as set out at EMC 4-11 (14-15) be approved.**

***Matters for Discussion***

**9. CARBON MANAGEMENT EMC 4-6 (14-15)**

9.1 **Received:** The report on UCL’s Carbon Management Plan at EMC 4-6 (14-15). It was almost four years since UCL published its Carbon Management Plan (CMP) as required by HEFCE. The 2011 Carbon Management Plan had set a target for UCL to reduce carbon emissions (associated with UCL’s energy generation and use) by 34% by 2020 against a 2005/06 baseline (in common with most other HEIs). The report provided an overview of activities that had been undertaken to embed carbon management into UCL’s corporate strategies and operational procedures.

- 9.2 It was acknowledged that the target to reduce UCL’s absolute total carbon emissions by 34% by 2034 was ambitious, given its growth in activity. UCL had achieved reductions in absolute carbon emissions (between 2005/06 and 2013/14 emissions decreased by 6%). If growth was excluded, UCL would have achieved an estimated 20% reduction in carbon emissions since 2005/06.
- 9.3 It was agreed to provide more data analysis to the EMC on the last four years of the Carbon Management Plan.
- 9.4 It was noted that the Environmental Sustainability Team would prepare a revised and updated Carbon Management Plan (CMP), which would include updated targets and budgets. A draft of the revised CMP would be included in the papers of the next meeting of the EMC for consultation prior to full consultation with the UCL community in the summer term. A new Carbon Management Plan would be launched for the autumn term 2015.
- 9.5 **The Committee endorsed the approach as set out at EMC 4-6 (14-15).**

<b><i>Matters for Information</i></b>
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- 10. HS2 AND DATA CENTRE UPDATE EMC 4-7 (14-15)**
- 10.1 **Noted:** The progress report as set out at EMC 4-7 (14-15).
- 10.2 A more detailed update on the HS2 and DATA Centre would be provided for the next meeting of the EMC.
- 11. CAPITAL PROGRAMME UPDATE FOR FINANCE COMMITTEE EMC 4-8 (14-15)**
- 11.1 **Noted:** The Capital Programme update at EMC 4-8 (14-15).
- 12. CPSC MINUTES: ACTIONS AND DECISIONS EMC 4-9 (14-15)**
- 12.1 **Noted:** The minutes of the Capital Programme Sub Committee meeting held on 25 February 2015.
- 12.2 With respect to minute 4.2.2, it was noted that the deferral of the refurbishment of the South Wing had been accompanied by an assurance that Slash would be able to make use of the ground floor and half of the first floor of the Wilkins South Wing, on a purely temporary basis, with effect from the autumn 2015, following the relocation of the current incumbents of these premises.
- 13. CAPITAL PROGRAMME DASHBOARD EMC 4-10 (14-15)**
- 13.1 **Noted:** The Capital Programme Dashboard for the period 1 to 31 January 2015 at EMC 4-10 (14-15).

**14. ANY OTHER BUSINESS**

14.1 There was no other business discussed.

**15. DATE OF NEXT MEETING**

15.1 It was noted that the next meeting of EMC was scheduled to be held on 6 May 2015 at 8.30 a.m. in the Council Room.

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